



# **Departmental Business Plan and Outlook**

**Department Name: Independent Review Panel**

**Fiscal Years:**

**2003**

**&**

**2004**

Plan Date: January 7, 2004

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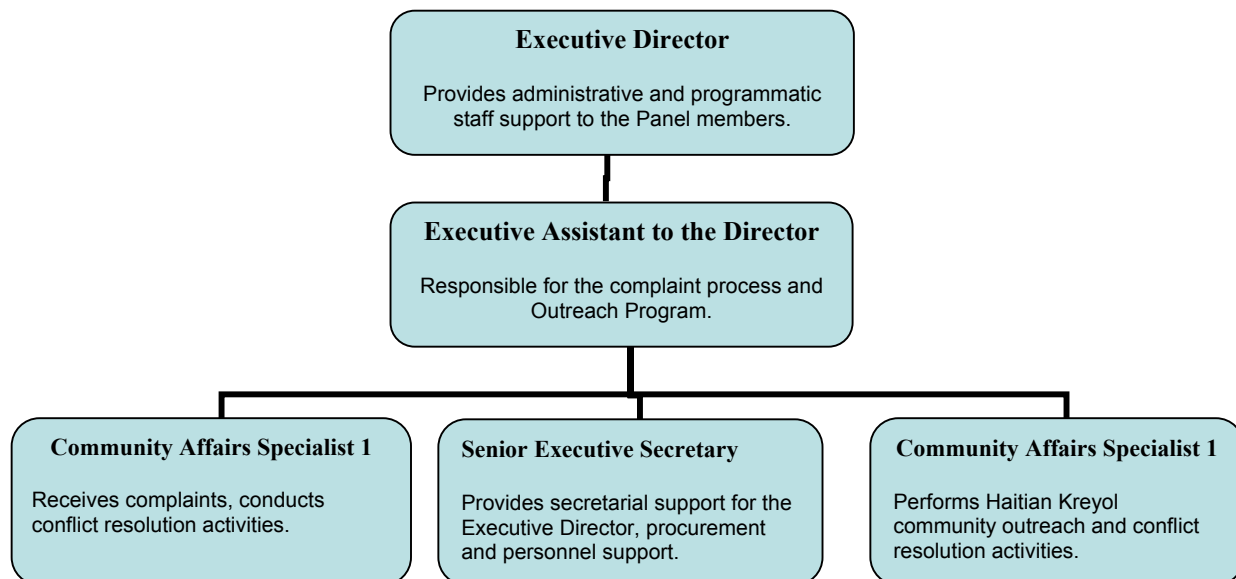
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## EXECUTIVE SUMMARY

*Insert brief description of department here*

The Independent Review Panel provides external community fact-finding and dispute resolution, addresses citizen complaints against Miami-Dade County departments and employees, and serves as a citizen oversight of law enforcement agency.

*Insert high level table of organization here with titles and relationships of major responsibility areas.*



*Accomplishments or milestones anticipated for the fiscal year*

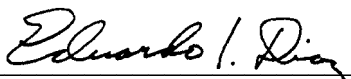
Operate a credible civilian oversight mechanism to resolve serious complaints by citizens.

Increase awareness of the IRP process in the Haitian and Asian Communities by conducting community presentations and workshops as part of the continuing IRP strategy to expend few dollars on marketing but increase its presence in the community and media.

*Critical Factors*

Maintaining the five staff positions is critical to be diverse and sensitive to our multi-ethnic community.

Presenting constructive conflict resolution training to citizens and employees is critical for the delivery of quality conflict resolution services and strengthening cooperation between the community and law enforcement.

  
Signature Department Director

## INTRODUCTION

### Department Purpose/Mission Statement

Provide external community fact-finding and dispute-resolution, and citizen oversight of law enforcement complaint investigations, utilizing an impartial review panel to conduct independent reviews and hold public hearings concerning serious complaints or grievances made against an employee, agency, or instrumentality of Miami-Dade County, or upon request of a municipality; enforce the County's Whistle-Blower Protection ordinance.

### Department Description

*Insert, a brief description of the major services/and programs currently provided by the Department; a brief history of significant events affecting the department; and new services or programs anticipated for the next fiscal year*

The Board of County Commissioners (BCC) created the IRP in 1980 to operate autonomously from County government as an independent civilian "watchdog" agency. The intent of the Board was to establish a permanent broad-based Panel to review questionable practices and policies, and employee behavior, through public review of department responses to citizen complaints.

In 1996 the IRP ordinance was amended to give the Panel the authority to consider non-employee retaliation complaints when requested to do so by the County Manager.

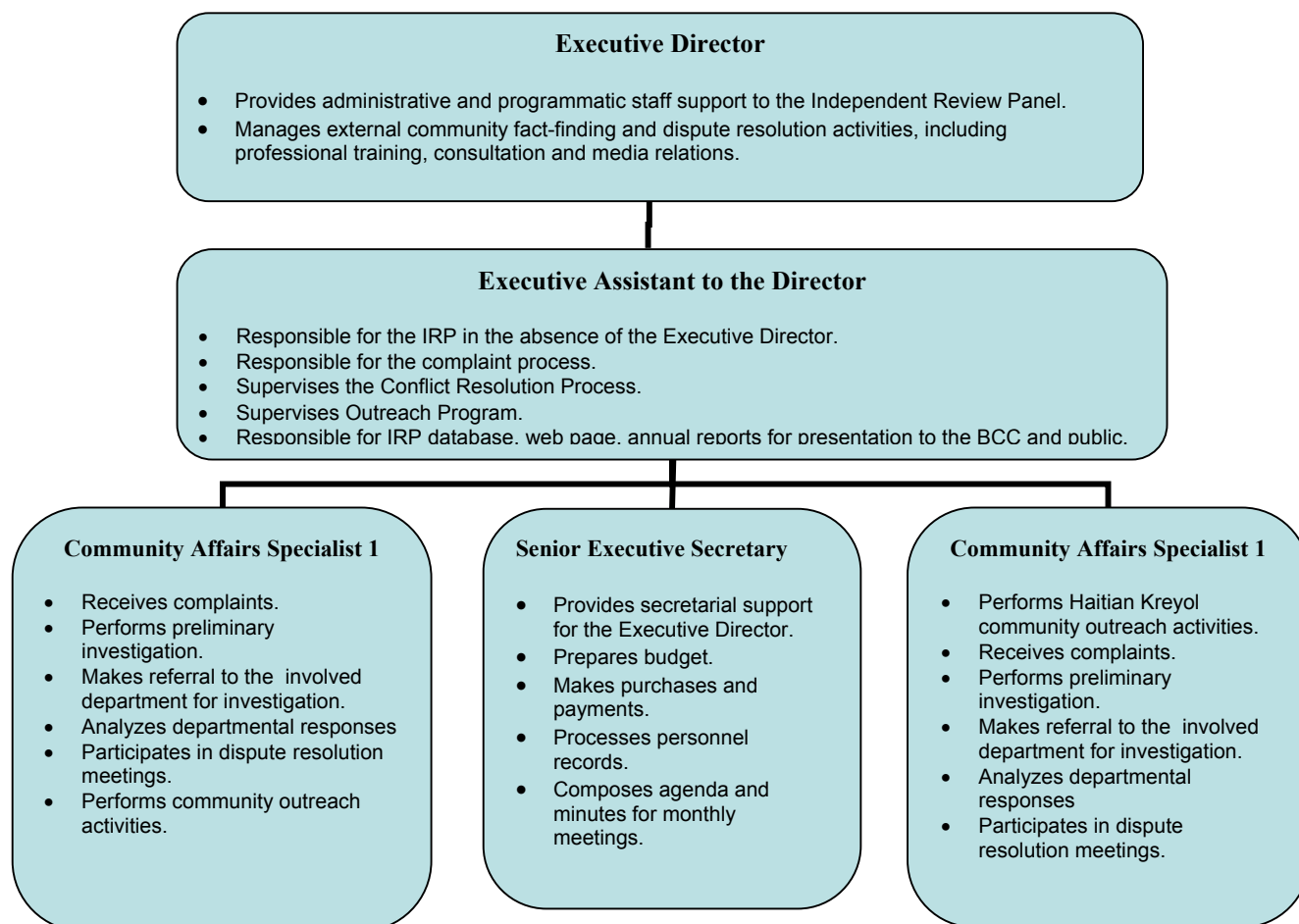
The Panel was expanded to nine members in 1997 when the BCC amended the ordinance to provide for the appointment of four members by the Panel members themselves, considering race, ethnicity and gender.

*New services or programs anticipated for fiscal year.*

The initiation of a community outreach service targeting the Haitian and Asian communities, addressing ethno-cultural barriers to County dispute resolution services.

## Organization and Staffing Levels

*Insert functional table of organization here showing reporting relationships, brief, bulleted descriptions of the major programs/functions performed by each area, as well as staffing and expenditures for the prior and current year for each year.*



*Insert discussion of major programs and changes in staffing levels and organization from the prior year focused on the performance impacts of these changes*

The position of Office Support Specialist 2 was reclassified to a professional position to enable the IRP to develop an effective outreach and service program to the underserved Haitian Kreyol community. It is essential that the Independent Review Panel offer a tri-ethnic outreach to the Miami-Dade County citizens, in line with Miami-Dade County's Guiding Principles to be customer-focused, accountable and responsive to the public.

**Departmental Business Plan and Outlook****Department Name: IRP****Fiscal Years: 2003-04**

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**Staffing Levels**

Functional Unit	FY '02-'03BUDGET		FY '03-'04 BUDGET
Personnel (5 positions)	\$404, 075.		\$446,000.00
Total	\$404,075.00		\$446,000.00

**Fiscal Environment****Revenues and Expenditures by Fund**

(All Dollars in Thousands)

	Total Annual Budget		
	Prior Fiscal Year ____ Actual	Current Fiscal Year ____ Budget	Projection as of _____
<b>Revenues</b>			
..			
..	N/A	N/A	N/A
..			
..			
<b>Total</b>			
<b>Expense</b>			
Personnel	404,075.00	446,000.00	446,000.00
Other Operating	16,760	17,000.00	17,000.00
..			
<b>Total</b>	\$420,835.00	\$463,000.00	\$463,000.00

**Equity in pooled cash (for proprietary funds only)**

Fund/ Subfund	Prior FY __ Beginning Year Actual	Prior FY __ Year- end Actual (Est.)	Current FY __ Year-end Budget
	N/A	N/A	N/A
<b>Total</b>			

*Insert discussion of major funding sources, major variances in revenues and expenditures from prior years, and significant in-kind services here focused on performance impacts*

**Major funding source: General Funds**

**Business Environment**

*Insert summary of department business environment here, including competition analysis if applicable*

Although the IRP receives requests for assistance from anyone who has a service problem or complaint, the target population for fact-finding and dispute resolution is users of Miami-Dade County government services. The IRP provides cost effective civilian oversight of law enforcement as illustrated in the chart below.

Sample Comparison of Civilian Oversight budgets and number of sworn officers overseen

Location	Current Budget	Sworn Officers	Cost per Officer
Miami-Dade IRP	\$ 463,000	3,169	146
Miami CIP	\$ 675,000	1,034	653
Key West	\$ 200,000	95	2,105
San Jose, CA	\$ 650,000	1,407	462
NYC	\$ 10,186,088	36,197	281

## Critical Success Factors

*Insert discussion of critical success factors here*

- Maintaining the five staff positions is critical to be diverse and sensitive to our multi-ethnic community. This follows the guiding principle to be customer-focused and supports the County's desire to deliver excellent public services to ethno-cultural communities.
- Training is critical for the delivery of quality conflict resolution services and strengthening the cooperation between the community and law enforcement. The Executive Director has the expertise to provide workshops within the IRP, to other departments and the community. Although this training can be provided within the budgeted amount for the IRP, the lack of financial resources for outreach materials hinders the IRP's ability to successfully reach its goals of improving police/community relations.

## Future Outlook

*Insert brief discussion here of future year task/activities/programs required to achieve Strategic Plan objectives*

The IRP would become a renowned Miami-Dade County resource for Constructive Conflict Resolution and Civilian Oversight, offering training, consultation, fact-finding and dispute resolution services.



## THE PLAN

As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes countywide. This Department is primarily supportive of the following strategic themes:

- *Improve the quality of life for all county residents*
- *Continuously improve the performance and capabilities of County operations by maximizing technology, fostering innovation, and increasing access to and information regarding services.*
- *Promote cooperation and coordination among all government services.*

Supporting these themes are goals and priority outcomes critical to achieving the goals that directly relate to this department. These are provided along with the Department's Tasks, Activities, and Performance Measures for fiscal year 2004.

### Department-related Strategic Plan Goals:

- *Operate a credible mechanism to help resolve serious complaints by citizens.*
- *Improve Community/Police Relations.*
- *Improve or help restore constructive county/citizen relations through an outreach education campaign.*

### Department-related Strategic Plan Priority Outcomes:

- *Facilitate improvements in policy and practice*
- *Increased community awareness of information resources and involvement opportunities.*

# Departmental Business Plan and Outlook

Department Name: IRP

Fiscal Years: 2003-04

**Goal: Operate a credible mechanism to help resolve serious complaints by citizens.**

**Outcome1-1:** Facilitate improvements in policy and practice.

**Strategies:**

- Increase recognition of IRP process availability by presenting to more than 50 community groups per year.
- Provide a citizen friendly complaint processing service to complete up to 32 complaints per month.
- Make the IRP webpage customer friendly

**Key Performance Indicator(s)/Objective(s) (From Strategic Plan):**

Strengthen the bond between public safety departments and the community.

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY02-03 ACTUAL	TARGETS			
		FY 03-04	FY 04-05		
Present to 50 community groups	100	50	50	<ul style="list-style-type: none"><li>○ Identify community groups</li><li>○ Focus on ethnic communities</li><li>○ Plan for staff involvement</li></ul>	Executive Assistant
Immediate personal complaint intake	NA	on 100% of walk-ins and 80% of call-ins	same	<ul style="list-style-type: none"><li>○ Document response time</li></ul>	
32 complaint intake contacts per month	39	32	32	<ul style="list-style-type: none"><li>○ Track intake on chart</li></ul>	
12 changes in county business practice or policy.	13	12	12	<ul style="list-style-type: none"><li>○ Get feedback on panel findings and recommendations</li></ul>	
Post final reports on the webpage	NA	4	8	<ul style="list-style-type: none"><li>○ Learn how to do it. Practice doing it. Publish on the web.</li></ul>	

**Departmental Business Plan and Outlook**

**Department Name: IRP**

**Fiscal Years: 2003-04**

**Goal:** Improve or help restore constructive county/citizen relations through an outreach education campaign.

**Outcome1-2:** Increase community awareness of resources and involvement opportunities.

**Strategies:** An outreach education campaign and training program

**Key Performance Indicator(s)/Objective(s) (From Strategic Plan):**

- Improve the quality of service delivery through commitment to ongoing employee training.

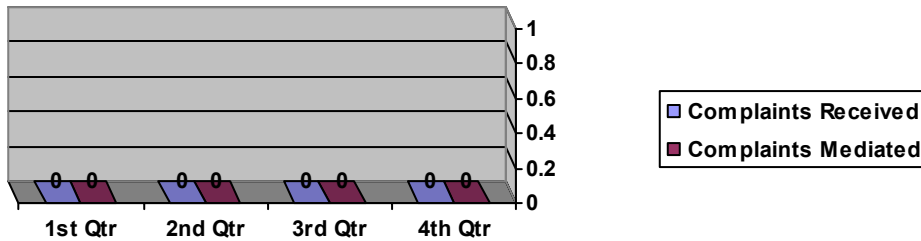
DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY02-03 ACTUAL	TARGETS			
		FY 03-04	FY 04-05		
persons trained in conflict resolution	NA	23	40	Have employees and community members commit to specific training	Executive Director
half-day training workshops.	6	6	12	Contact departments and community organizations to advise of training opportunities	

**MAJOR PERFORMANCE INITIATIVE - EXTERNAL FACT-FINDING & DISPUTE RESOLUTION**

OPERATE A CREDIBLE MECHANISM TO HELP RESOLVE SERIOUS COMPLAINTS BY CITIZENS.

- Provide a citizen friendly complaint processing service to complete up to 32 complaints per month.

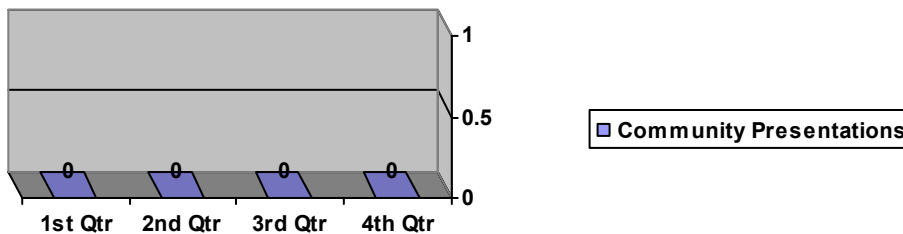
2003-04



OPERATE A CREDIBLE MECHANISM TO HELP RESOLVE SERIOUS COMPLAINTS BY CITIZENS.

- Increase recognition of IRP process availability to presenting to more than 50 community groups per year.

2003-04



OPERATE A CREDIBLE MECHANISM TO HELP RESOLVE SERIOUS COMPLAINTS BY CITIZENS.

- Document 12 changes in County business policy or practice.

2003-04

